

NAVIGATOR TELECOMMUNICATIONS, LLC.

212 Center St., Suite 500

P.O. Box 8004

Little Rock, AR 72203 SEP 29 PM 2 47

(501) 301-1600 Telephone

(501) 301-1602 Facsimile

RECEIVED
ADMINISTRATIVE

SEP 29 1999

TN REGULATORY AUTHORITY

JR

September 28, 1999
Via FedEx

Mr. David Waddell, Executive Secretary
Tennessee Regulatory Authority
460 James Robertson Parkway
Nashville, Tennessee 37243

99-00726

Re: Application of Navigator Telecommunications, LLC. for a Certificate to
Provide Competing Local Telecommunications Services

Dear Mr. Waddell:

Please find enclosed for filing an original and fourteen (14) copies of an Application for a Certificate to Provide Competing Local Telecommunications Services, along with a check for the \$25.00 application fee. Please return a file-stamped copy to me in the enclosed self-addressed stamped envelope.

If there are any questions or if you need any more information to process the application, please contact me.

Thank you for your kind attention to this matter.

FILE

Sincerely,

Michael McAlister

General Counsel and Director of Regulatory Affairs
Navigator Telecommunications, LLC.

(501) 301-1623 Telephone

(501) 301-1602 Facsimile

mike@navtel.com e-mail

CHK# 2880
\$25.00

BEFORE THE TENNESSEE REGULATORY AUTHORITY

REC'D TN
REGULATORY AUTH.
'89 SEP 29 PM 2 48
EXECUTIVE SECRETARY

In the matter of the Application of)
Navigator Telecommunications, LLC.)
for a Certificate to Provide Competing)
Local Telecommunications Services)

99-00726

**APPLICATION FOR CERTIFICATE TO PROVIDE
COMPETING LOCAL TELECOMMUNICATIONS SERVICES**

Pursuant to applicable Tennessee Statutes and the Rules and Regulations of the Tennessee Regulatory Authority and Section 253 of the Federal Telecommunications Act of 1996 ("Act"), Navigator Telecommunications, LLC. ("Navigator") respectfully requests that the Tennessee Regulatory Authority ("TRA") grant to Navigator authority to provide competing local telecommunications services, including exchange access telecommunications services, within the State of Tennessee. Navigator is willing and able to comply with all applicable rules and regulations in Tennessee pertaining to the provision of competing local telecommunications services.

In support of its Application, Navigator submits the following:

1. The name and address of the Applicant is:

Navigator Telecommunications, LLC.
212 Center Street, Suite 500
P.O. Box 8004
Little Rock, Arkansas 72201
(501) 301-1600 Telephone
(501) 301-1602 Facsimile

FILE

2. All correspondence, notices, inquiries and other communications regarding this Application should be directed to:

Michael McAlister
Director of Regulatory Affairs
Navigator Telecommunications, LLC.
212 Center Street, Suite 500
P.O. Box 8004
Little Rock, Arkansas 72201
(501) 301-1600 Telephone
(501) 301-1602 Facsimile

3. The names and addresses of Applicant's principal officers and managers responsible for operations, including those in Tennessee, are provided in Attachment A to this Application.

4. Navigator is a Limited Liability Company organized pursuant to the laws of the State of Arkansas, with authorization to transact business in the State of Tennessee. Attachment B to this Application contains copies of Navigator's Articles of Organization and Amendments thereto. Attachment C is a copy of Navigator's Certificate of Authority to do business in Tennessee.

5. Navigator's customer service and repair representatives are available to assist its customers 24 hours a day, seven days a week. Customer service representatives may be reached directly during regular business hours, 8:30 a.m. – 4:30 p.m., Central Time, Monday through Friday. Navigator's toll-free customer service number is 888-662-6635, and this number is printed on customers' monthly billing statements. Customers wishing

to contact Navigator's customer service representatives in writing may send written correspondence to:

Navigator Telecommunications, LLC.
212 Center Street, Suite 500
P.O. Box 8004
Little Rock, AR 72201

Navigator also has an additional toll-free repair number, 888-562-6635 that is printed on the customer's bill. Navigator's customer service representatives are prepared to respond to a broad range of service matters, including inquiries regarding: (1) the types of services offered by Navigator and the rates associated with such services; (2) monthly billing statements; (3) problems or concerns pertaining to a customer's current service; and (4) general telecommunications matters.

5. Navigator is currently certified to resell local and long-distance telecommunications in Tennessee. Navigator provides local exchange and interexchange telecommunications to customers throughout the South and Midwest. Navigator currently is approved to provide local service in Arkansas, Texas, Missouri, Kansas, Kentucky, Florida, Oklahoma, Michigan, North Carolina, and South Carolina, with applications pending in several other states. Navigator is currently approved to provide interexchange service in Arkansas, Kentucky, Michigan, Texas, Florida, Georgia, California, and North Carolina, with applications pending in several other states. Navigator has not been denied authority to operate in any state.

6. Financial, Managerial, and Technical Qualifications

Navigator began providing telecommunications services in Arkansas in May 1998, and since then has demonstrated that it possesses the requisite financial, technical and managerial capabilities to operate as a competitive telecommunications provider. These capabilities are explained in detail as follows:

a. Financial Qualifications

Navigator is financially qualified to provide resold telecommunications services in the State of Tennessee. Applicant has access to the financing and capital necessary to conduct its telecommunications operations as specified in this Application. Attached hereto as Attachment D are copies of Navigator's most recent unaudited financial statement and balance sheet.

b. Managerial Qualifications

Navigator's management team collectively has a wealth of experience and expertise, along with extensive training in both management and the telecommunications industry. Profiles of Navigator's key personnel are attached hereto as Attachment E. Navigator possesses the managerial resources necessary to provide customers in Tennessee with high-quality telecommunications services.

c. Technical Qualifications

Navigator has demonstrated that it possesses the technical capability to provide local telecommunications service. Furthermore, the management profiles in Attachment E reflect the extensive technical experience and expertise of Applicant's management team. Navigator is technically qualified to provide local exchange service in Tennessee.

7. Navigator proposes to provide services throughout the State of Tennessee in areas currently served by BellSouth and Sprint/United, which are designated open to competition.

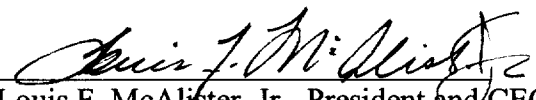
8. Navigator proposes to offer a full array of local exchange services to residential and business customers, including Business and Residential Exchange Line Services, Private Branch Exchange Service, Direct Inward Dial Service, Operated-assisted Services, Directory Assistance, and Optional Features (Call Waiting, Call Forwarding, Three-way Calling, Speed Dialing, etc.). This list is illustrative and not intended to be conclusive.

9. Navigator agrees to abide by all applicable statutes and all applicable Orders, rules and regulations entered and adopted by the Tennessee Regulatory Authority.

Respectfully submitted,

Navigator Telecommunications, LLC.

Dated: 9-27-99


Louis F. McAlister, Jr. - President and CEO
Navigator Telecommunications, LLC.
212 Center Street, Suite 500
P.O. Box 8004
Little Rock, AR 72201
(501) 301-1600 Telephone
(501) 301-1602 Facsimile

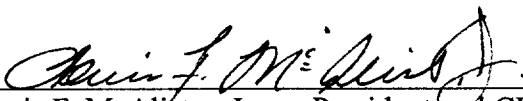
VERIFICATION

STATE OF ARKANSAS)
) ss.
COUNTY OF PULASKI)

BEFORE ME, the undersigned Notary Public, personally appeared LOUIS F.

McALISTER, JR., who, after being first duly sworn, deposed and said on oath:

That he is the person described in the Application for a Certificate to Provide Competing Local Telecommunications Services made by applicant Navigator Telecommunications, LLC.; that he is the President and Chief Executive Officer of the applicant; that he has seen and reviewed the Application and all exhibits and attachments thereto, including financial statements and information, and has read same; that all allegations contained therein are true and correct to the best of his knowledge, information, and belief; and that Navigator Telecommunications, LLC. has sufficient financial, technical, and managerial capability to provide competitive local exchange service in Tennessee; and that the granting of such certificate would serve the public interest.

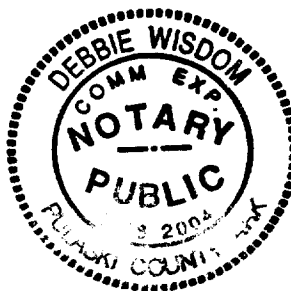

Louis F. McAlister, Jr., as President and CEO,
Navigator Telecommunications, LLC.

SWORN TO AND SUBSCRIBED before me, Notary, at my office in Little Rock,
Arkansas, this 27 day of September, 1999.




Notary Public, Pulaski County, Arkansas

My Commission Expires: 9-18-04



APPLICATION OF
NAVIGATOR TELECOMMUNICATIONS, LLC.

ATTACHMENT A

Names and Addresses of principal Officers and Managers

Louis F. McAlister Jr.
14 Cascade Drive
Little Rock, AR 72212

President & CEO

Stephen L. Parr
2020 Old Oak Drive
Memphis, TN 38119

Chairman of the Board & CFO

Travis L. Parr
3097 Hilburn Road West
Madison Heights, MI 48071

Vice President – Sales & Marketing

Daniel A. Margolis
3216 Shennandoah Valley Drive
Little Rock, AR 72212

Vice President – Operations

Kenrick L. LeDoux
5901 JFK Blvd. Apt 2401
North Little Rock, AR 72116

Vice President – Network Services

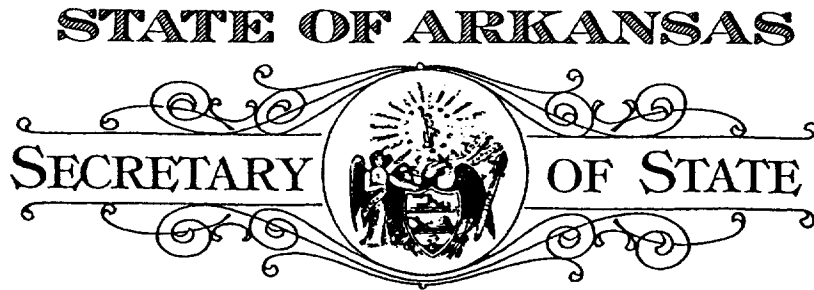
Hilgrove H. Gordon
1007 Waterview Place
Carolina Beach, NC 28428

Vice President – Human Resources

**APPLICATION OF
NAVIGATOR TELECOMMUNICATIONS, LLC.**

ATTACHMENT B

Articles of Organization and Amendments thereto



Sharon Priest
SECRETARY OF STATE

To All to Whom These Presents Shall Come, Greetings:

*I, Sharon Priest, Secretary of State of Arkansas, do hereby
certify that the following and hereto attached instrument of writing is
a true and perfect copy of*

ARTICLES OF ORGANIZATION

OF

NAVIGATOR TELECOMMUNICATIONS, LLC.

ORIGINAL ARTICLES FILED:

September 9, 1997



*In Testimony Whereof, I have hereunto
set my hand and affixed my official Seal.
Done at my office in the City of Little Rock,
this 9th day of September 1997.*

Sharon Priest

Secretary of State

97 SEP -9 AM 11:14

Instructions: File in DUPLICATE with the Secretary of State, State Capitol, Little Rock, Arkansas 72201-1094. A copy will be returned after filing has been completed.
PLEASE TYPE OR PRINT IN INK

SECRETARY OF STATE
STATE OF ARKANSAS

State of Arkansas - Office of Secretary of State
ARTICLES OF ORGANIZATION

The undersigned authorized manager or member or person forming this Limited Liability Company under the Small Business Entity Pass Through Act, Act 1993, adopt the following Articles of Organization of such Limited Liability Company.

First: The Name of the Limited Liability Company is:

NAVIGATOR TELECOMMUNICATIONS, ~~LIMITED LIABILITY COMPANY~~ LLC.

Must contain the words "Limited Liability Company," "Limited Company," or the abbreviation "LLC," "L.C.," "LLC," or "LC." The word "Limited" may be abbreviated as "Ltd.," and the Company may be abbreviated as "Co."

Companies which perform PROFESSIONAL SERVICE MUST additionally contain the words "Professional Limited Liability Company," "Professional Limited Company," or the abbreviations "P.L.L.C.," "P.L.C.," "PLLC," or "PLC." The word "Limited" may be abbreviated as "Ltd." and the word Company may be abbreviated as "Co."

Second: Address of registered office of the Limited Liability Company which may be, but not be, the place of business shall be:

11810 PLEASANT RIDGE ROAD, #601
LITTLE ROCK, ARKANSAS 72212

Third: The name of the registered agent and the business residence or mailing address of said agent shall be:

LOUIS F. McALISTER, JR
11810 PLEASANT RIDGE ROAD, #601
LITTLE ROCK, ARKANSAS 72212

(a) Acknowledgment and acceptance of appointment **MUST** be signed. I hereby acknowledge and accept the appointment of registered agent for and on behalf of the above named Limited Liability Company.


Please sign here LOUIS F. McALISTER, JR.

Fourth: The latest date (month, day, year) upon which this Limited Liability Company is to dissolve:

12-31-2097

Fifth: IF THE MANAGEMENT OF THIS COMPANY IS VESTED IN A MANGER OR MANAGERS, A STATEMENT TO THAT EFFECT MUST BE INCLUDED IN THE SPACE PROVIDED OR BY ATTACHMENT:

PLEASE TYPE OR PRINT CLEARLY IN INK THE NAME OF THE PERSON(S) AUTHORIZED TO EXECUTE THIS DOCUMENT.

LOUIS F. McALISTER, JR.

Signature of authorized manager, member, or person forming this Company:
Filing Fee \$50.00


LOUIS F. McALISTER, JR.

STATE OF ARKANSAS

SECRETARY OF STATE

Sharon Priest
SECRETARY OF STATE

To All to Whom These Presents Shall Come, Greetings:

I, Sharon Priest, Secretary of State of Arkansas, do hereby
certify that the following and hereto attached instrument of writing is
a true and perfect copy of

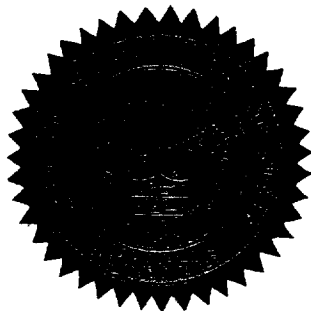
CERTIFICATE OF AMENDMENT

OF

NAVIGATOR TELECOMMUNICATIONS, LLC.

FILED IN THIS OFFICE:

November 12, 1997



In Testimony Whereof, I have hereunto
set my hand and affixed my official Seal.
Done at my office in the City of Little Rock,
this 12th day of November 1997.

Sharon Priest
Secretary of State

Instructions: File in **DUPLICATE** with the Secretary of State, State Capitol, Little Rock, Arkansas 72201-1094. A copy will be returned after filing has been completed.

97 NOV 12 PM 12:48

STATE OF ARKANSAS - OFFICE OF SECRETARY OF STATE
AMENDMENT TO THE ARTICLES OF ORGANIZATION
NAVIGATOR TELECOMMUNICATIONS, LLC

The undersigned authorized manager or member or person forming this Limited Liability Company under the Small Business Entity Tax Pass Through Act, Act 1003 of 1993, adopt the following Amendment(s) to the Articles of Organization of Navigator Telecommunications, LLC:

FIFTH: The names and respective positions of the persons in whom management of this limited liability company is vested are:

Stephen L. Parr	Chairman of the Board and Chief Financial Officer
Louis F. McAlister, Jr.	President and Chief Executive Officer
Michael Kelly	Vice-President, Marketing and Business Development
Dan Margolis	Vice-President, Operations
Kenrick L. LeDoux	Vice-President, Network Services
Hilgrove Gordon	Sr. Technical Advisor

DATED: 11-12-97

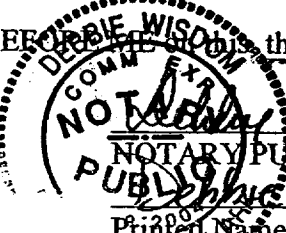

LOUIS F. MCALISTER, JR.
President and Chief Executive Officer

ACKNOWLEDGMENT

THE STATE OF ARKANSAS)
COUNTY OF PULASKI) SS

BEFORE ME, the undersigned authority, on this day personally appeared LOUIS F. MCALISTER, JR., and acknowledged to me that he has executed the foregoing Amendment to the Articles of Organization for the purpose therein expressed.

SUBSCRIBED AND SWORN TO BEFORE ME this the 12 day of November, 1997.


NOTARY PUBLIC, STATE OF ARKANSAS
Printed Name: Debbie Wisdom
My Commission Expires: 9-18-04

**APPLICATION OF
NAVIGATOR TELECOMMUNICATIONS, LLC.**

ATTACHMENT C

Certificate of Authority
To do Business in
Tennessee

Secretary of State

Corporations Section

James K. Polk Building, Suite 1800

Nashville, Tennessee 37243-0306

DATE: 02/10/99

REQUEST NUMBER: 3627-0431

TELEPHONE CONTACT: (615) 741-2286

FILE DATE/TIME: 02/10/99 0952

EFFECTIVE DATE/TIME: 02/10/99 0952

CONTROL NUMBER: 0365613

TO:
NAVIGATOR TELECOMMUNICATIONS LLC
212 CENTER ST
SUITE 1100
LITTLE ROCK, AR 72201

RE:
NAVIGATOR TELECOMMUNICATIONS, LLC
APPLICATION FOR CERTIFICATE OF AUTHORITY -
LIMITED LIABILITY COMPANY

WELCOME TO THE STATE OF TENNESSEE. THE ATTACHED LIMITED LIABILITY COMPANY
CERTIFICATE OF AUTHORITY HAS BEEN FILED WITH AN EFFECTIVE DATE AS INDICATED
ABOVE.

A LIMITED LIABILITY COMPANY ANNUAL REPORT MUST BE FILED WITH THE SECRETARY OF
STATE ON OR BEFORE THE FIRST DAY OF THE FOURTH MONTH FOLLOWING THE CLOSE OF THE
LIMITED LIABILITY COMPANY'S FISCAL YEAR. ONCE THE FISCAL YEAR HAS BEEN
ESTABLISHED, PLEASE PROVIDE THIS OFFICE WITH WRITTEN NOTIFICATION. THIS OFFICE
WILL MAIL THE REPORT DURING THE LAST MONTH OF SAID FISCAL YEAR TO THE LIMITED
LIABILITY COMPANY AT THE ADDRESS OF ITS PRINCIPAL OFFICE OR TO A MAILING
ADDRESS PROVIDED TO THIS OFFICE IN WRITING. FAILURE TO FILE THIS REPORT OR TO
MAINTAIN A REGISTERED AGENT AND OFFICE WILL SUBJECT THE LIMITED LIABILITY
COMPANY TO ADMINISTRATIVE REVOCATION OF ITS CERTIFICATE OF AUTHORITY.

WHEN CORRESPONDING WITH THIS OFFICE OR SUBMITTING DOCUMENTS FOR FILING, PLEASE
REFER TO THE LIMITED LIABILITY COMPANY CONTROL NUMBER GIVEN ABOVE.

FOR: APPLICATION FOR CERTIFICATE OF AUTHORITY -
LIMITED LIABILITY COMPANY

ON DATE: 02/10/99

FROM:
NAVIGATOR TELECOMMUNICATIONS LLC
212 CENTER ST
SUITE 1100
LITTLE ROCK, AR 72201-0000

RECEIVED: FEES \$300.00 \$0.00
TOTAL PAYMENT RECEIVED: \$300.00

RECEIPT NUMBER: 00002432238
ACCOUNT NUMBER: 00303960



Riley C. Darnell

RILEY C. DARNELL
SECRETARY OF STATE

**APPLICATION OF
NAVIGATOR TELECOMMUNICATIONS, LLC.**

ATTACHMENT D

Financial Statement
And
Balance Sheet

09/16/99

Navigator Telecommunications, LLC
Balance Sheet
As of July 31, 1999

	Jul 31, '99
ASSETS	
Current Assets	
Checking/Savings	
Cash and equivalents	
Eagle Bank	6,901.11
Metro-Escrow	500.00
Metropolitan National Bank	17,321.87
Petty Cash	99.00
Regions Bank	1,218.44
Savings-Eagle	98,230.50
working cash advances	1,000.00
Total Cash and equivalents	125,270.92
Total Checking/Savings	125,270.92
Accounts Receivable	
Telecommunications A/R	121,407.85
Total Accounts Receivable	121,407.85
Other Current Assets	
Calling card inventory	401.78
Prepaid pay phone	38,979.28
Prepaid Basic local service	43,310.25
Prepaid Graybar	6,459.03
Total Other Current Assets	89,150.34
Total Current Assets	335,829.11
Fixed Assets	
Burried cable	35,634.66
Land and support assets	
Furniture	
Acc. dep-furniture	-85.86
Furniture - Other	222.12
Total Furniture	136.26
Office equipment	
Acc. dep-Equipment	-606.85
Office equipment - Other	7,411.50
Total Office equipment	6,804.65
Total Land and support assets	6,940.91
Total Fixed Assets	42,575.57
Other Assets	
Organizational Costs	
Accumulated Amortization	-3,865.56
Organizational Costs - Other	10,085.00
Total Organizational Costs	6,219.44
Service Deposit	6,105.00
Total Other Assets	12,324.44
TOTAL ASSETS	390,729.12
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	97,364.26
Total Accounts Payable	97,364.26
Other Current Liabilities	
Customer Deposit	18,261.57
Donations Payable	65.22

09/16/99

Navigator Telecommunications, LLC
Balance Sheet
As of July 31, 1999

	<u>Jul 31, '99</u>
Notes payable	
David Parr	50,000.00
Lou McAlister	105,000.00
Steve Parr	130,000.00
Total Notes payable	285,000.00
Payroll Liabilities	
Federal Withholding	2,035.00
FICA Withholding	988.27
FUTA Liability	246.86
Medicare Withholding	231.12
State Withholding	1,168.35
SUTA Liability	358.32
Payroll Liabilities - Other	1,219.39
Total Payroll Liabilities	6,247.31
Sales Tax Payable	26,034.98
Total Other Current Liabilities	335,609.08
Total Current Liabilities	432,973.34
Total Liabilities	432,973.34
Equity	
Bill Hackmeyer	250,000.00
Dan Margolis	
Draws	-113,400.00
Total Dan Margolis	-113,400.00
Everett Hailey	250,000.00
Fisher	400,000.00
Hilgrove Gordon	
Draws	-29,000.00
Total Hilgrove Gordon	-29,000.00
Kathy McAlister	
Draws	-6,750.00
Total Kathy McAlister	-6,750.00
Kenrick L. LeDoux	
Draws	-66,000.00
Total Kenrick L. LeDoux	-66,000.00
Louis F. McAlister, Jr.	
Draws	-148,500.00
Investments	100.00
Total Louis F. McAlister, Jr.	-148,400.00
Opening Bal Equity	35.32
Retained Earnings	-262,478.36
Net Income	-217,501.18
Stephen L. Parr	
Draws	-112,000.00
Investments	11,500.00
Total Stephen L. Parr	-100,500.00
Travis Parr	
Draws	-48,000.00
Investment	49,750.00
Total Travis Parr	1,750.00
Total Equity	-42,244.22
TOTAL LIABILITIES & EQUITY	390,729.12

09/16/99

Navigator Telecommunications, LLC

Profit and Loss

July 1999

	<u>Jul '99</u>
Ordinary Income/Expense	
Income	
Basic local service	103,459.17
Miscellaneous Revenues	
Carrier billing and collection	795.05
Miscellaneous revenue	3.31
Other incidental regulated re.	219.11
Total Miscellaneous Revenues	<u>1,017.47</u>
Unidial	14,173.18
Total Income	<u>118,649.82</u>
Cost of Goods Sold	
Calling Cards	527.60
Long distance	14,173.18
Materials	1,079.26
Pagers	129.36
Telephone	41,045.15
Total COGS	<u>56,954.55</u>
Gross Profit	61,695.27
Expense	
Amortization Expense	168.08
Bank Service Charges	77.89
Benefits	
Health Insurance	4,091.65
Work Comp	796.00
Total Benefits	<u>4,887.65</u>
Commissions	0.00
Contract Labor	448.04
Depreciation Expense	5.92
Dues and Subscriptions	396.76
Equipment Leases	1,634.00
Licenses and Permits	2,130.00
Miscellaneous	400.84
Motor vehicle expense	480.15
Office Expense	71.99
Office Supplies	
Lindsey office expense	1,208.80
Office Supplies - Other	2,372.63
Total Office Supplies	<u>3,581.43</u>
Parking Expenses	334.84
Payroll Expenses	1,994.88
Postage and Delivery	526.66
Printing and Reproduction	1,389.85
Professional Fees	
Accounting	125.00
Legal Fees	1,601.90
Total Professional Fees	<u>1,726.90</u>
Rent	5,213.69
Retainer fees	3,000.00
Salaries and wages	15,729.47
Telephone Expense	
Answering service	779.66
Cell phone	372.32
Internet	49.85
Telephone Expense - Other	7,679.09
Total Telephone Expense	<u>8,880.92</u>

09/16/99

Navigator Telecommunications, LLC
Profit and Loss
July 1999

	<u>Jul '99</u>
Travel & Ent	
Lodging	308.00
Meals	374.36
Travel	1,819.69
Total Travel & Ent	<u>2,502.05</u>
Total Expense	<u>55,582.01</u>
Net Ordinary Income	<u>6,113.26</u>
Net Income	<u><u>6,113.26</u></u>

**APPLICATION OF
NAVIGATOR TELECOMMUNICATIONS, LLC.**

ATTACHMENT E

Management Profiles

Stephen L. Parr, 45, is a co-founder of Navigator Telecommunications. He serves as Chairman of the Board and Chief Financial Officer. He is also president of Navigator Capital Management, LLC. Previously, Mr. Parr was at Goldman, Sachs for 18 years. As a Vice-president, he was an international specialist and discretionary money manager, supervising global investing for several key clients. Mr. Parr serves on the Boards of Directors of Nextek, Inc., a high-technology manufacturer of electronics; Corphealth, Inc., a health care services company, Braman Furniture Int'l, a furniture manufacturer, Bollinger Industries, a personal fitness company, and Aqua Dynamics, a ozone and specialty chemical company. Mr. Parr graduated from Vanderbilt University with a BA degree and received his MBA from Emory University.

Louis F. McAlister, Jr., 45, is a co-founder of Navigator Telecommunications. He acts as President and Chief Executive Officer. He is an experienced telecommunications innovator. During his 19-year career at Southwestern Bell Telephone (SWBT) he served in a wide variety of positions including engineering, operations, sales, customer service, and marketing. At SWBT, he introduced several new services, systems enhancements, and work process improvements that increased revenues and reduced costs. Mr. McAlister spent three years at Bell Communications Research (Bellcore) in systems design and operations strategic planning. His team developed a business model for end-to-end service operations, administration, maintenance, and provisioning that is in use today in the Regional Bell Operating Companies.

In 1991, Mr. McAlister joined Network Equipment Technologies (N.E.T.) where he was instrumental in their worldwide sales and marketing success to the carrier market. In addition to being a perennial revenue overachiever at N.E.T., he helped develop marketing

plans, collateral, and sales compensation plans for the Carrier Sales group. Mr. McAlister also recruited and hired many of the field sales and engineering personnel for the carrier sales effort. His clients included AT&T, SWBT, NYNEX, and Sprint.

Mr. McAlister joined Sattel Communications in 1996 to organize a sales program targeting Internet service providers (ISPs) and competitive local exchange carriers (C-LECs). This start-up manufacturer of central office switches was a leader in the formation of the competitive local telecommunications market.

Mr. McAlister holds a BA from the University of Arkansas and an MS in Telecommunications Management from the Polytechnic University of New York. He also attended the University of Arkansas School of Law and was an Adjunct Professor at the Washington University in St. Louis Graduate School of Engineering Policy and Management.

Travis L. Parr, 47, is Vice-president of Marketing and Business Development at Navigator. Mr. Parr is a seasoned senior executive using his experience in brand management and major account sales management to develop sales plans, compensation systems, and competitive analysis. He is the former President, Marathon Venture Capital, (Madison Heights, MI). He is the former President of Meteor Photo and Imaging Company, (Troy, MI), digital imaging. He also served in various capacities at several other companies including, American Tape Company (manufacturing) (Marysville, MI); Dox & Seaway Automotive (Detroit, MI); The Allen Group (artificial intelligence diagnostics) and Marketing Manager Chrysler Corporation (electronics division). Mr. Parr earned his BA from Vanderbilt University and an MBA Emory University.

Daniel A. Margolis, 32, is Vice-president of Operations at Navigator Telecommunications. He brings a diverse telecommunications background, spanning the areas of sales, service, and product development, both in central office and customer premises equipment. Before joining Navigator, he served as a Sales Engineering Manager for Sattel Communications, a provider of central office equipment for emerging carriers. Previously, Mr. Margolis was responsible for the operation of the services department of an AT&T/Lucent Technologies branch office, having previously performed several branch roles including sales, systems consultant, and project manager. He began his career as a product design engineer at Bell Laboratories. Mr. Margolis earned his Bachelors' and Masters' Degrees in Electrical Engineering from MIT, where he served as President of Phi Beta Epsilon fraternity.

Kenrick L. LeDoux, 35, is Vice-president of Network Services. He began his career with Southwestern Bell Telephone Co. in 1983. He has worked in several engineering and technical sales positions including data communications and network design. Mr. LeDoux joined Network Equipment Technologies in 1993 as an ATM specialist. Mr. LeDoux has a BS in Computer Science and an MS in Computer Science from the University of Missouri, an MBA from Maryville College, and an MS in Telecommunications Management from Washington University in St. Louis. He is certified by several industry boards in the areas of building wiring, systems design, and network design.

Hilgrove (Hal) Gordon, 67, is VP-Human Resources at Navigator. Mr. Gordon's career spans over 35 years of computer, telecommunications, data, and equipment sales and management. He began his career with Xerox Corporation in a variety of positions

culminating in his promotion to Regional Vice-president for Sales. He joined Timplex in 1979 as Vice-president of the Eastern Region. He was instrumental in the development of several key executives at Timeplex and was recognized for his leadership and high achievement. Mr. Gordon joined Network Equipment Technologies in 1985 as Vice-president of the Midwest Region. During his tenure at NET, Mr. Gordon's organization was recognized annually as the company leader in sales and service performance. Mr. Gordon brings a wealth of experience in sales and marketing including distribution strategies, pricing and promotion to Navigator. Currently, Mr. Gordon serves as a consultant to the industry. Mr. Gordon earned both a BA and an MBA from Columbia University in New York City.

Michael E. McAlister, 36, is Director of Regulatory Affairs and General Counsel. Mr. McAlister is an attorney and is new to the Navigator team. Previously, he worked for the Arkansas Court of Appeals. He is a graduate of Vanderbilt University (BA) and the University of Arkansas at Little Rock School of Law (JD). He is admitted to the Arkansas Bar.